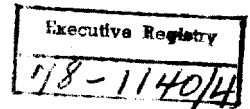
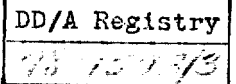


Approved For Release 2006/12/12 : CIA-RDP83-00058R000100130001-1

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MEMORANDUM FOR: Director of Central Intelligence

FROM: Frank C. Carlucci  
Deputy Director of Central Intelligence

SUBJECT: External Training on College Campuses

REFERENCE: Memo to DDCI, DDA, and D/NFAC from DCI,  
dated 26 April 1978, Same Subject

1. The reference raises several salient questions concerning how best to use external training in order to make the Agency more effective in its management and in the quality of its intelligence product.

2. I agree that Agency people frequently refer to what they perceive as poor personnel management in CIA and to the need for management training. These concerns, I believe, rest largely on two bases. One is the slowdown in promotions during the past several years which should be overcome in large part by your measures to increase a flow through at all grades. The other derives from what is a genuine lack of knowledge as to what CIA personnel management is in fact. Those of us who have served in other government agencies realize that, contrary to the perception of Agency rank and file, CIA's personnel management systems and their application are in most respects superior to the general practices elsewhere in the federal government. Quite frankly, I think we should make a greater effort to bring Agency personnel to a more objective understanding and appreciation in this area.

3. That there appears to be a misperception of how Agency personnel are managed in no way, however, reduces the need to continue to improve our managerial practices. One major input must be from training. In order to reach sufficient numbers to make a significant impact from training, the

SUBJECT: External Training on College Campuses

major effort will have to come from internal training courses conducted by the Office of Training (OTR), rather than from sending personnel to external management courses. The Psychological Services Staff of the Office of Medical Services has worked with OTR to bring two new innovative management training programs into the Agency. One is the well-known Levinson Leadership Seminar which is attended by senior personnel from many large corporations and is now given twice a year [redacted] for CIA supergrade officers. The other is the new Program on Creative Management modeled after a program developed by the Smith Richardson Foundation's Center for Creative Leadership which assisted CIA generously in this effort. In line with your concern of several weeks ago concerning instruction on performance evaluation, OTR is also increasing training on evaluating performances and preparing Fitness Reports. Training in how to counsel employees is being expanded. For FY 1979 the Directorates have levied requirements on OTR for almost 3,000 registrations in management and personnel development courses. The Office will do its utmost to meet these requirements.

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4. As for management courses conducted by business schools and other academic institutions, I am advised the Agency's experience is that they are not the best investment of our external training funds. These courses concentrate heavily on business practices and problems, such as marketing strategy, cash flow, buyer behavior, advertising and promotion, and pricing, and to a limited extent cover subjects which are applicable to Agency management issues, including personnel management. Also, they are very expensive. Thus, the criticism in the S&I report of CIA's use of external training at business schools and executive development courses has not been seen as particularly harmful. In contrast, the reduction in academic training in substantive fields as a consequence of the budget reduction in FY 1978 has been of serious concern, particularly to NFAC.

5. NFAC management is exerting a serious effort to make their intelligence analysts more effective. Most recently, NFAC and OTR collaborated on a pilot running of a new Seminar on Intelligence Analysts (SIA) which brought

SUBJECT: External Training on College Campuses

together two fairly experienced analysts from each of the seven production offices to work on specific subject areas, examine sources of bias in analysis, reduce office and disciplinary boundaries, and train in team research processes. On the academic front 15 to 20 NFAC officers are annually sponsored in full-time training of a semester or more and about 5 to 10 in full-time training on a leave-without-pay basis. NFAC is also currently engaged in developing an Advanced Analyst Training Program in which carefully selected analysts of high potential who have shown skill in analysis and writing will receive training for two years. The first year will involve area training, including needed foreign language instruction, at a university with a strong interdisciplinary approach to area studies. In the second year the analyst will work in the country on which he or she specializes, undertake a specified research project, and maintain a degree of contact with selected officers in the Station. NFAC envisages placing up to five individuals in this program annually.

6. NFAC also assigns analysts in substantive analytical positions to key Third World countries abroad. This program is targeted for analysts in four countries in FY 1978 and, as a result of your intervention, seven more in FY 1979. The purpose is not only to deepen the analysts' knowledge of the key countries, but also to improve the quality of current intelligence through on-site reporting. In addition to the above programs, approximately 25 NFAC analysts are assigned overseas to positions in which they conduct Agency business, primarily liaison and briefings, and are able to strengthen their area expertise at the same time.

7. As for the war colleges, attendance by CIA personnel has been greatly reduced, and only nine officers are scheduled for 1978-79. The Agency Directorates are most reluctant to see attendance cut out entirely, however, as the military service schools provide external training opportunities not ordinarily available to officers under cover. Also, NFAC management regards the war colleges of particular value for training analysts who work on military subjects.

SUBJECT: External Training on College Campuses

8. In summary, in examining what the Agency is currently doing in both internal and external training in the management area and to strengthen the capability of intelligence analysts, I conclude that we have a reasonably well-balanced and wide-ranging program. The FY 1979 training budget, while a bit tight, appears to be adequate; and while minor adjustments may be necessary, CIA is fairly well off with respect to training opportunities for its personnel.

Frank C. Carlucci

Distribution:

Orig & 1 - Addressee  
1 - DDCI  
1 - ER  
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1 - DDA  
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Executive Registry
78-1140/3

26 APR 1978

DD/A Registry
78-1573/2
78-5191

MEMORANDUM FOR: Deputy Director of Central Intelligence  
Deputy Director for Administration  
Director, National Foreign Assessment Center

FROM: Director of Central Intelligence

SUBJECT: External Training on College Campuses

REFERENCE: DDCI's Memorandum Re Placing Our People on  
College Campuses, dated 20 April 1978

1. I appreciate your memorandum on training on college campuses, etc., and in particular the problem we're having with the Congress in this area. I'm impressed with two points:

- a. How frequently in any discussion of personnel matters within the Agency people raise the question of inadequate training in management and hence poor managerial practices.
- b. The vital necessity in any research organization such as NFAC in recharging batteries and introducing outside stimulus for the analysts.

2. In short, I am willing to look at several major changes of direction. One would be a very deliberate and considered approach to the Congress to understand these issues. The other would be to divert our training funds from some of the things they are now being used for, such as war colleges, into some really solid academic programs. One type of program would be management courses such as the AMP and DMD at Harvard Business School. Another would be placing our NFAC analysts in a college atmosphere for a year or two to do some specific work toward a masters or doctorate degree.

3. Not having read the S&I report on this, I may be a bit naive. I'd appreciate it if NFAC and DDA could get together to see if there is any way we can meet the majority of the S&I objections where they are valid by reorientation of our program and at the same time meet the objectives I mentioned above.

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[Redacted Signature Box]

STANSFIELD TURNER

78-1140/2

20 April 1978

DDA Registry
78-1573/1

MEMORANDUM FOR: Director of Central Intelligence

FROM : Deputy Director of Central Intelligence

SUBJECT : Your Note, dated 15 April 1978, Re Placing  
Our People on College Campuses

1. The Agency training program consists of internal and external training courses. The Office of Training budgets for certain high priority external training courses. Budgeting for full-time academic training and external language training is done by the sponsoring component.

2. Currently, several offices have enrolled employees in full-time academic training -- some for one or two semesters. Each training request must be justified as job related as defined in Title 5, U.S. Code Chapter 41. Thus, none are sabbaticals according to the traditional definition. There are 29 employees currently enrolled in such full-time training. Some are using the GI Bill while receiving a full Agency salary. All have prepared a memo of justification to their Directorate with a Form 136 (Request for External Training). Office of Training then insures that the request is in compliance with Title 5.

3. The S&I Team has been critical of Agency training. Their 1977 report recommended that the Agency reevaluate its external training program particularly concerning the use of management and executive development programs at non-government facilities. They also raised questions about several full-time external training approvals because they involved travel and/or per diem. Each instance was addressed in your response of 20 April 1977 to the Appropriations Committee.

4. In the FY 1978 training budget, the CIA request for external training for all types was cut by \$1,000,000. CIA chose to apply the entire cut to external training, both to comply with the S&I Staff



report and to minimize the adverse impact across the entire Agency and the Intelligence Community. The analysis of this budget, which was sent to the Committee is quoted below:

An analysis of the FY 1978 external training budget shows a substantial cut in full-time academic training-- 23 full-time students in FY 1977 reduced to 14 in FY 1978. A reduction was made to the after-hours CIA Off-Campus program run under contract by the University of Virginia; the funds allocated and the number of courses offered were cut from \$70,000 and 34 courses to \$40,000 and 22 courses, comparing FY 1977 and FY 1978, respectively. Similarly, the number of individuals who were sponsored for part-time academic training was reduced by 23 percent and training at other Government agencies went down 16 percent. Training at senior military schools, senior Civil Service Commission courses, Brookings Institution programs and State Department high level courses was cut from 82 attendees in FY 1977 to 50 in FY 1978. Attendance for CIA personnel in executive development programs, criticized in the S&I report, was sharply reduced from 14 in FY 1977 to 4 in FY 1978.

Also, the FY 1979 external training request is quoted:

The FY 1979 request of \$2,515,000 for external training-- an increase of \$569,000--reflects the increasing costs of tuition charged by the State Department's Foreign Service Institute, the Civil Service Commission, and by universities. Also, the Department of Defense has begun to charge fees for CIA personnel attending some Defense courses which heretofore were cost-free. Finally, the increase in FY 1979 external training over FY 1978 is to cover training, including attendance in scientific, technical, engineering and international economics courses which had been planned for FY 1978, but deferred because of the cut.

5. There is another aspect of external training which has not been resolved. In E.O. 12036, 2-303 (Restrictions on Contracting), Agency sponsorship must be known. This would affect Agency personnel under cover. OGC is reviewing this problem and will determine the impact on external training. Following their decision, an External Training Regulation (update) will be issued.

  
Frank C. Carter

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Executive Registry

78-1140

15 APR 1978

13 APR 1978

74I

MEMORANDUM FOR: Deputy Director for Administration  
Director of the National Foreign Assessment Center  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Chairman, Executive Career Service Board

FROM : Deputy Director of Central Intelligence

SUBJECT : Enrollment in Management and Senior Officer Schools

1. Professional development is a prime concern in the personnel management of the Agency. You have identified in your Personnel Development Program (PDP) those officers judged to have the qualifications and potential for eventual assignment to senior management and executive positions. It is in the Agency's interest to insure that the development experiences planned and implemented for these officers, including attendance at specific training courses, are designed to achieve maximum benefits for the officer and the Agency. The Senior Training Officers of the Career Services should be the referent for that part of the PDP planning involved with the formal training courses.

2. I wish to reaffirm that the candidates for the management courses and senior officer schools be individuals who have been PDP identified. The monitoring for PDP status is a responsibility of the Career Service and enrollment in the attached list of courses will require the personal certification of the Career Training Officer that the nominee is on the Career Service's PDP Executive List or Executive Roster List, as appropriate to the grade requirements of the course. Exceptions may be granted by the Director of Training, but must be fully justified. The fulfillment of a quota is not an acceptable reason.

STAT

Frank C. Carlucci

Attachment

Info: DCI  
D/Personnel

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Administrative - Internal Use Only

TRAINING COURSES REQUIRING REVIEW FOR PDP STATUS

Internal Courses

Mid-Career  
Management Seminar  
Senior Seminar  
Levinson Leadership Seminar  
Program on Creative Management

Senior Officer Schools

Naval War College  
Army War College  
Air War College  
Industrial College of the Armed Forces  
National War College  
Senior Seminar in Foreign Policy (State Department)  
Federal Executive Institute  
Brookings Institution  
Executive Development Courses  
Education for Public Management  
Senior Civil Service Courses

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